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1. Message from the Minister and Deputy Minister

The Accountability Report of the Department of Communities, Culture and Heritage for the year ended March 31, 2014 is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Department of Communities, Culture and Heritage Statement of Mandate for the fiscal year just ended. The reporting of the Department of Communities, Culture and Heritage outcomes necessarily includes estimates, judgments and opinions by (Department/Public Service Office/Crown Corporation) management.

We acknowledge that this Accountability Report is the responsibility of Department of Communities, Culture and Heritage management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Department of Communities, Culture and Heritage 2013-2014 Statement of Mandate.

Tony Ince
Minister

Kelliann Dean
Deputy Minister

2. Accountability Statement

We are pleased to report on the accomplishments of the Department of Communities, Culture and Heritage for the 2013-14 fiscal year.

The department continued to focus broadly on its mandate to strengthen and celebrate communities and the province's diverse heritage and culture. We supported communities across Nova Scotia by offering programs and resources that support protection of our heritage and develop our creative economy.

As the 2008-13 Heritage Strategy came to a close, the Department of Communities, Culture and Heritage is moving forward to establish a new vision for culture in Nova Scotia. Together with the culture sector, we will identify ways that government, communities, and citizens can work together to preserve and enhance culture for the benefit of all Nova Scotians, and find ways to revitalize Nova Scotia's economy by supporting our province's cultural industries.

Nova Scotia's provincial museum network continued to be a leader in preserving and telling the stories of our shared heritage. The Nova Scotia Museum launched a new electronic publishing program giving Nova Scotians and people from around the world better access to museum research and publications online. This effort is a partnership with the Nova Scotia Provincial Library and Dalhousie University Libraries.

Construction began on the Black Loyalist Heritage Centre in Birchtown which tells the story of the arrival of the Black Loyalists in Nova Scotia. Once complete the centre It will join the provincial museum family and add to our appreciation and understanding of this important part of our shared history.

Additionally, during the course of the fiscal year, the Department of Communities, Culture and Heritage:

- Supported the Discovery Centre with a $6-million contribution in order to provide Nova Scotians with a chance to marvel at the wonders of science, technology, engineering, arts, and mathematics,
- Launched the Arts Equity Fund Program: a new $450,000 fund that benefits a wide variety of artists including: Aboriginal, culturally diverse, and artists with disabilities or are living with mental illness,
- Created Support4Culture: a program developed in partnership with the Nova Scotia Provincial Lotteries and Casino Corporation that benefits Nova Scotians with new funding and programs to encourage excellence in the arts, grow the culture sector and foster innovation,
- Maintained stable funding for regional library boards supporting 78 libraries throughout Nova Scotia,
- Loaned support and coordination to the Lieutenant Governor's Community Spirit Awards,

- Celebrating important achievements from the province's diverse communities with African Heritage Month and Gaelic Awareness Month,
- Strengthened access to French-language services for Acadians and francophones in Nova Scotia,
- Completed the second year of our web strategy, including projects to rebuild websites for Gaelic Affairs, the Provincial Library, African Nova Scotian Affairs, and Acadian Affairs,
- And launched An Drochaid Eadarainn (The Bridge Between Us) and Daltachas (Fosterage); two new programs to create a new generation of Gaelic speakers in Nova Scotia.

We encourage readers to visit the Department of Communities, Culture and Heritage website at http://cch.novascotia.ca to learn more about how the department contributes to the well-being and prosperity of Nova Scotia's diverse and creative communities.

3. Financial Results Fiscal Year 2013-14

Communities, Culture and Heritage			
	2013-2014 Estimate	2013-2014 Actual	Variance 2013-2014
Program & Service Area	($thousands)	($thousands)	($thousands)
Gross Departmental Expenses:			
Office of the Minister and Deputy Minister	538	519	(18)
Culture and Heritage Development	15,018	14,411	(607)
Archives, Museums and Libraries	33,301	32,110	(1,191)
Secretariat	5,259	5,299	40
Acadian Affairs	2,078	1,804	(274)
African Nova Scotian Affairs	1,178	1,133	(45)
Gaelic Affairs	489	486	(3)
Art Gallery of Nova Scotia	2,148	2,348	200
Total Gross Departmental Expenses (Note1)	**60,009**	**58,110**	(1,898)
Additional Information:			
Fees and Other Charges	1,688	1,621	67
Ordinary Recoveries	4,157	4,200	(43)
TCA Purchase Requirements (Note 2)	3,406	3,121	(285)
Provincial Funded Staff (Net FTEs) (Note 3)	231.2	205.8	(25.4)

Significant Variance Explanations: 2013-2014 Estimate to 2013-2014 Actual

Note 1: Total Gross Departmental Expenses - Communities, Culture and Heritage expenditures were $1.9 million or 3.2% lower than budget primarily due to amortization savings as a result of the change in estimated in use date of the Bluenose II.

Note 2: TCA Purchase Requirements - Decrease relating to timing of Bluenose II project.

Note 3: Provincial Funded Staff (Net FTEs) - Provincially funded staff was 25.4 FTEs less than budget due to temporary staff vacancies throughout the department.

4. Measuring Our Performance

CCH Strategic Priority 1: Innovative Organization An engaged, accountable and creative work force exhibiting best practices and innovation in the delivery of programs and services for Nova Scotians.		
Outcome	**Measure**	**Strategic Actions to Achieve Target**
CCH will be an effective and best practice organization where innovation, creativity and diversity are supported, communicated and championed.	Enhance client experiences	• Implement an online scalable grants management project to coordinate applications for Department funding programs. • Implement the Department's Web Strategy to coordinate on line opportunities. • Develop a department wide Information Management Strategy. • Develop a Culture and Heritage Strategy to provide policy direction to government and the sector. • Implement a Department-wide engagement initiative. • Develop a joint management model for facility rentals at the Museum of Natural History and Maritime Museum of the Atlantic.

Measure: Enhanced Client Experiences
This measure comprises both internal and external client experiences. It speaks to understanding how and why clients interact with the department / divisions and their success and ease when doing so. It is more than client satisfaction surveys. It is about using innovation to improve departmental services.

2013-14 External:
The department continued work on the implementation of an online scalable grants management project to coordinate and improve the ease of use for clients applying for funding programs. The first interdepartmental grants management project is now complete and funding applications are now being processed. Other improvements linked to funding include the creation of a web presence for the new Support for Culture program including the development of preliminary evaluation frameworks. Online content has also been rebuilt for the department's Heritage Property Program and Bluenose II websites. Continuing with web enhancements, the department is now presenting virtual exhibits, including profiles of curators and 360 degree imagery of selected artifacts to improve how clients access heritage information. Final work is underway to contract out facility rentals at the two largest Nova Scotia Museum sites.

2013-14 Internal:
As noted above, significant work has been undertaken to improve internet offering. Websites have also been rebuilt for Gaelic Affairs, the Nova Scotia Provincial Library, African Nova Scotain Affairs, and Acadian Affairs and all 28 Nova Scotia Museum websites were migrated to a responsive template (Drupal).

Building on the commitment from the Speech from the Throne, work continues on the development of a broad Culture Strategy for Nova Scotia. The department has created a working committee which is shaping the process for the development of the strategy. Significant work at the Federal, Provincial, Territorial level has resulted in a discussion paper on the Creative Economy. Finally, the Department continues to produce strong How's Work Going scores improving from a 2011 score of 69 to a 2013 score of 76 through many engagement initiatives.

CCH Strategic Priority 2: Stewardship and Life-long Learning **CCH will strengthen communities by: preserving, protecting, promoting and presenting Nova Scotia's arts, culture, heritage and languages; and, working to support a culture of life-long learning throughout Nova Scotia.**		
Outcome	**Measure**	**Strategic Actions to Achieve Target**
An enhanced pride and appreciation of the identity of communities to which we belong to positively shape our future and inspire us to share with others.	Participation in the Province's arts, culture, and heritage sectors.	• Develop an Index to measure participation and appreciation. Index to include visitation numbers, program participation, volunteer hours, library surveys, permit applications and others. • Establish a commemorative events committee to maximize ways to leverage resources related to major events (e.g., Canada 150). • Complete an annual CCH survey that addresses qualitative evaluation related to the work of all units/divisions in the Department.
	Life-Long Learning opportunities	• Develop 5 new and 2 expanded online resources for the NS Archives site. • Lead governance workshops for locally managed Nova Scotia Museum sites. • Deliver coordinated funding workshops with Community Arts Councils and Libraries to increase interest in funding opportunities.

Measure: Participation in the Province's arts culture and heritage sectors
In 2013-14, the department began the process to develop a Culture Index. The Index will provide a benchmark number on the value, awareness and participation levels of Nova Scotians in Culture. Using the Statistics Canada culture domains, the index will be the first tool to assess both the quantitative and qualitative engagement of Nova Scotians in culture. The project was delayed, but results are expected in the Fall. Work to complete the Index has superseded the internal client survey work.

Measure: Life Long learning opportunities
Education is a component of the department's mandate and providing learning products and opportunities is integral to core service delivery. In support of learning, four new historical products were developed at the Nova Scotia Archives: 1. Harry Piers: Museum Maker; 2. Census, Assessment & Poll Tax Records, 1767-1827; 3. Hopkins' City Atlas of Halifax, 1879; and 4. Col. John Gorham Account Book, 1747-1750). In addition, 22,000 new records were digitized for the Nova Scotia Historical Vital Statistics Website and digital access was provided onsite to 700 fragile and oversized maps.

Efforts to maximize the impact of commemorative events included the celebration of the 100th anniversary of CSS Acadia with presentation of new temporary exhibit and hosting of five travelling exhibits on heritage topics throughout the museum system. Planning for locally managed sites have been a priority in 2013-14 and work has included strategic planning workshops and consultation with Communications Nova Scotia on the development of coordinated communications strategy for locally managed museums continues.

CCH Strategic Priority 3: Creative Economy and Artistic Excellence

CCH will contribute to revitalizing Nova Scotia's communities and economy by supporting cultural industries and fostering artistic and expressive excellence and celebration.

Outcome	Measure	Strategic Actions to Achieve Target
Increase economic growth, quality of life and sense of belonging through creative communities.	Size of arts, culture, and heritage sectors (GDP)	• Lead the FPT Creative Economy Committee. • Work with the Creative NS Leadership Council to advance initiatives including analysis of Departmental programs. • Work with Department of Finance (Economic Statistics) to analyze economic output from funding investments. • Develop a Culture and Heritage Strategy to lead to province wide measures that demonstrate the economic value to the community and track volunteerism. • Arts NS to review / advise on programming gaps.

Measure: Size of arts, culture, and heritage sectors (GDP)
For Nova Scotia, the preliminary value of culture is an estimated $871 million in GDP for 2009. This represents about 2% of overall culture GDP contribution in Canada which ranks higher than all other Atlantic provinces and is higher than the Territories and Saskatchewan. This measure is anticipated to be further refined by results through the Culture Satellite Account. Additional work continued with the Federal Provincial Territorial (FPT) Creative Economy Working Group (co-chaired by Nova Scotia and Ontario). This FPT committee is currently focused on developing a Green Paper to examine international policy approaches to stimulate, advance and grow the creative industries across Canada. Arts Nova Scotia made the

identification of programming gaps a priority during 2013-14. Programming gaps identified include the creation of a mentorship program, funding programs for public art engagement events like Lumiere and Antigonite, and the potential of delivering service based programming (web design workshops, social media etc.). Nova Scotia Museum supported volunteer efforts to engage the public in the arts by hosting construction and programming for the Halifax Art Boat Project.

CCH Strategic Priority 4: Diversity and Social Equity **CCH will be the lead government department in championing the benefits of diversity and social equity for Nova Scotia and across government departments.**		
Outcome	**Measure**	**Strategic Actions to Achieve Target**
Increased diversity across government and within Nova Scotia communities by leading and championing the delivery of fair and equitable services	Community capacity building and awareness and support for diverse communities	• Develop a Culture and Heritage Strategy. • Develop a framework to support diversity and social equity in the Department. • Creation and maintenance of African NS Community Action Partnerships. • Developing a framework for Gaidhlig aig Baile (Gaelic in the Community) that supports NS Gaelic.
	Accessible and equitable government service delivery	• Establish priority working groups within the Diversity Round Table: HR policy and programs. • Revise and deliver the Acadie at a Glance/Coup d'oeil sur l'Acadie workshop to public servants to give them a better understanding of the Acadian and francophone community and raise awareness of government's obligations regarding French-language services. • Provide Cultural Competence training to the Department.

Measure: Community capacity building and awareness and support for diverse communities

A variety activities contributed to enhancing community capacity and increasing awareness and support for NS's diverse communities. A charter/framework document was drafted to support the creation of a departmental Diversity Council. Over 2013-14 the Cultural Offices have worked to determine competencies for instructors and / or learners of Gaelic in Nova Scotia and worked to create the African Nova Scotian Cultural Tourism Association (ANSCTA) and provide ongoing advice as board members. Updated the Acadie at a Glance workshop and hosted 4 sessions for public servants with 26 individuals participating. Included a section on

the importance of active offer of French-language services in the workshop. In addition, the Maritime Museum of the Atlantic developed and delivered new "Welcome Aboard" programs at the museum with a focus on immigrant women and children.

Measure: Accessible and equitable government service delivery
Making government service delivery more accessible and equitable is a priority for this department. In 2013-14 cultural competence training was developed and provided to 123 CCH employees. Work began on the establishment of a CCH Diversity Council and staff updated the Acadie at a Glance workshops; hosting 4 such sessions for public servants. There was an emphasis on the importance of active offer of French-language services throughout the training. Three priority working groups were established by government's Diversity Round Table: one looking at human resources issues, the second working to create a "diversity" lens that can be applied to all Submissions to Executive Council and the third group undertaking preliminary analysis of the *Multiculturalism Act*.

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